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ABSTRACT

In the 1970's Rural Development Counselors and Community Affairs Specialists of the Manitoba Department of Agriculture were part of an effort to reverse trends of economic depression and rapid outward migration from rural to urban centers by assisting rural Manitobans individually, in groups, and as communities. Low- to moderate-income farmers and communities most needing assistance were the target groups for the diverse programs which concentrated on personal counseling, community improvement, quality of life, job creation, improving program delivery, and intervention in the status quo in the province. Twenty five case studies representing a sample of the work undertaken in each area are described. The activities reported include helping families in financial distress; helping communities develop plans for the future, preschool and vocational training programs, and crafts programs for senior citizens; aiding middle aged citizens with retirement plans; establishing housing; helping to establish cottage industries and tourist attractions; holding workshops on federal programs; and intervention in labor management relationships. Some case study reports include background, objectives, methodology, and results which indicate the importance of human resources counseling. A glossary of terms is included. (SB)

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A Federal-Provincial
ARDA Project.

RURAL DEVELOPMENT IN MANITOBA

a case study report

Published by Manitoba Department of Agriculture,
Rural Development Division

RC 011598

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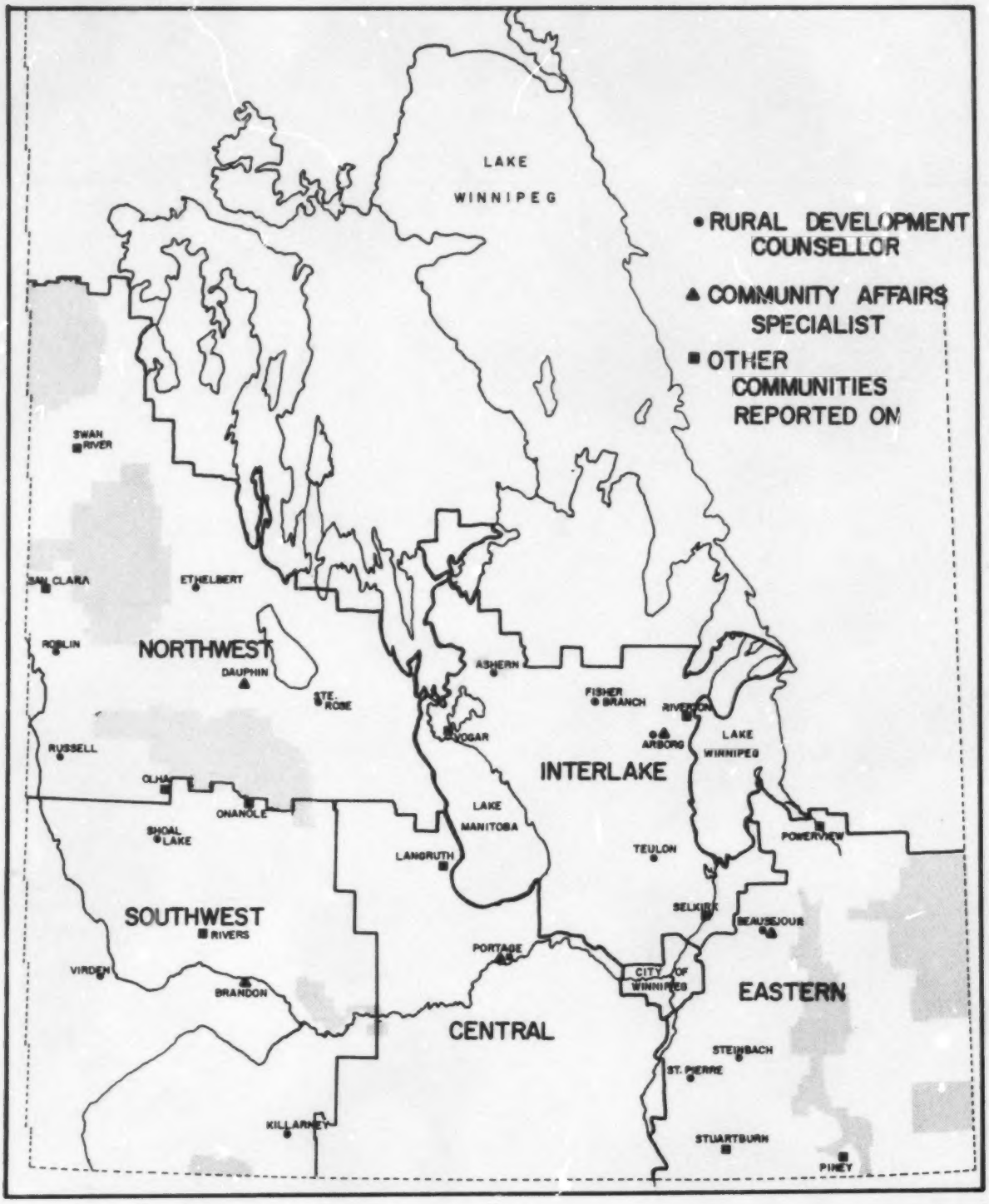

LAKE
WINNIPEG
• RURAL DEVELOPMENT COUNSELLOR
▲ COMMUNITY AFFAIRS SPECIALIST
■ OTHER COMMUNITIES REPORTED ON
SWAN RIVER
ETHELBERT
ROBLIN
NORTHWEST
DAUPHIN
STE. ROSE
RUSSELL
ASHERN
FISHER BRANCH
RIVERTON
ARBORG
LAKE WINNIPEG
INTERLAKE
ONANOLE
SHOAL LAKE
LAKE MANITOBA
LANGRUTH
TEULON
POWERVIEW
SELKIRK
BEAUSEJOUR
SOUTHWEST
RIVERS
PORTAGE
VIRDEN
BRANDON
CITY OF WINNIPEG
EASTERN
CENTRAL
STEINBACH
ST. PIERRE
KILLARNEY
STUARTBURN
PINEY

INTRODUCTION

The Rural Development counsellor and Community Affairs specialist programs of the Manitoba Department of Agriculture originated in the Interlake area as an important human resource component of the Fund for Rural Economic Development (FRED) Plan in 1967. This human resource counselling role of the Department was part of the integrated social and economic development thrust which formed the basis of the FRED program.

In the Interlake, the program resulted in the development of the Interlake Manpower Corps, an innovative employment and training program, leadership training, a home visitor program, as well as a considerable increase in adult education through existing agencies such as Canada Manpower and the Community Colleges.

In the early seventies, a concerted effort was made to promote the social and economic well-being of rural residents so they could have a genuine opportunity to remain in the region of their choice without sacrifice of their standard of living. This resulted in the rural development thrust being expanded to other regions of Agro-Manitoba. The Community Affairs Program, which includes rural development counselling as well as community affairs activities, is cost-shared with the federal government as part of the Canada-Manitoba Agricultural and Rural Development Agreement (ARDA) IIIA. Under ARDA, the program was designed to make more effective the process of economic and social change in rural Manitoba by facilitating the involvement and participation of rural people in considering local needs and in utilizing ARDA and other government programs to help meet these needs.

The expansion of the Community Affairs Program came at a time of economic depression and rapid outward migration from rural areas to urban centres. Rural Development counsellors and Community Affairs specialists became involved in departmental efforts to reverse these trends by assisting rural people individually, in groups and as communities to participate in strengthening the province's rural economy. The target groups were low to moderate income farmers and communities most needing assistance. This complemented the major program thrusts of the department which included the Farm Diversification Program, the Rural Water Services Program, and the construction of community wells and water and sewer projects.

The case studies contained in this publication represent a sampling of the work undertaken by the Rural Development counsellors and Community Affairs specialists of the Manitoba Department of Agriculture. Through these descriptions a picture of a program diverse in its application to both the individual and the rural community is presented. The detail of the case studies also provides an insight into the methodologies employed and the impact of human resource counselling.

ACKNOWLEDGEMENTS

The editorial committee consisting of Leo Hewson, Janet Honey and Ernie Ens are grateful to the many counsellors in the regions who took the time to recount one or more of their experiences which illustrate the depth and scope of their work in the country.

Many contributors recounted similar experiences in which case the stories were sampled. Probably, there are a number of subject areas that unfortunately went unreported.

There follows a list of persons who contributed material for this publication. We acknowledge their contributions with the warmest of thanks.

RURAL DEVELOPMENT COUNSELLORS:

Robert Curle	Norm Magnusson	Carolyn Schur
Wayne Digby	Tom Magnusson	Gerald Schmidt
Lloyd Jersak	Ken Martens	Bob Smith
Roger Lowe	Guy Naud	Herb Solmundson
William Macklem	Rudi Peters	John Watkin

COMMUNITY AFFAIRS SPECIALISTS:

Bill Burgess	John Vanderhorst
Tom Harrison	Bernie Villeneuve

CHAPTER I

PERSONAL COUNSELLING

THE RURAL DEVELOPMENT COUNSELLOR AS "COUNSELLOR"

Rural development, among other things, means healthy people in community. People need to be financially healthy, socially healthy, personally and emotionally healthy. But, very often, financial health depends upon the ability to manage one's affairs. In itself, that depends very largely on the ability to function in positive ways in relationships with others.

I was visiting a young farmer one day who had expressed interest in the Farm Diversification Program. On the face of it, this young farmer qualified in every respect. He had bought his father's three-quarter section farm; he had about ten cows which he intended to increase to approximately 45 to 50 for a cow-calf operation; he was into his second year of farming, having spent the previous four years as a mechanic, and he had a Grade XII education with a two-year course in auto mechanics. His wife was a registered nurse, the daughter of a local farmer. They had one two-year old son and were expecting their second child in a few months.

On my first visit I explained as clearly and simply as I could the details of the Farm Diversification Program. The young farmer responded positively with feelings that the program could give him a real boost. I specifically emphasized the aspect of management assistance offered through the program as farmers coming on the program need to realize that a Farm Advisor will be working with them in an effort to help them improve their management skills. As I spoke of management assistance I felt a certain sense of resistance, nothing obvious, not articulated, and certainly not openly admitted at that point. It is never easy to get at things that are hidden or held back. I didn't feel safe in attacking it, but nor did I feel content to simply disregard it. I knew, however, that if I failed to test my hunches at that first meeting I might never get a second chance.

I knew I must not simply ask, "Do you have trouble with the idea of management assistance?" He would merely answer "No", and that would have been the end of it. I knew I must not say, "I think you have trouble with the idea of management assistance," because I did not know for sure, and if I was wrong, I would have insulted and angered him, thereby rendering him unwilling to accept it. I finally said, "People sometimes have difficulty with the idea of management assistance". And I waited for his response. By his reaction of some anxiety and the look on his face, I knew my suspicions were accurate and, what is even more important, he knew I knew.

There was silence, and finally he responded, "I suppose that disqualifies me right there." As honestly as I was able, I simply said "No, not necessarily. I feel there is something bothering you quite deeply. You need to talk about that with someone before you commit yourself to the program." After a moment's hesitation he said, "Yes, I would like that. Would you be willing to discuss it with me?" I said I most surely would. "How about next Wednesday at 1:30 p.m.?"

I shall not share in detail our "talk" at our next meeting, nor for the next 34 appointments, but a fear or a rejection of management assistance was not directly his problem. I never met his wife until my fourth visit. They were not getting along very well at all. That was the specific thing that was hurting him most deeply because he loved his wife and little boy, and he could see the whole thing slipping away from him.

During the first couple of appointments, the client discussed the difference between his present home life and his home life with his parents. His relationship with his mother appeared to have been dominated by confrontation and unhappiness. Finally, after many discussions, I simply asked him, "Why do you hate your mother so much?" This turned out to be the turning point in the situation. The feelings he had for his seemingly sadistic mother and her lack of affection for him came out. It appeared to me that these feelings subconsciously affected his relationship with his wife.

The young farmer had to recognize what was causing his marital discord and I tried to help him do this.

The young farmer is still farming. He is not making history of course, but he is functioning rather well and is enjoying his little family in a new way. He will always carry the scars of his childhood, and those scars may always threaten to destroy him and all he loves and does. Today, however, he understands himself, he knows why he responds to others the way he does and he can work at the real problem. He is more honest, more open, more able to share his feelings, and he is more forgiving and more understanding.

This experience, along with the many others, has convinced me of several important things of which Rural Development counsellors need to be aware. Never be too hasty in identifying the problem. It is their problem and only they can discover the cure. The function of a counsellor is not to give advice but to help with self-discovery. There is a real need for this kind of counselling service and, if we are really serious about rural development we must be prepared to offer it as creatively and skillfully as possible.

RESCUE FOR MR. AND MRS. O.

Background

Mr. and Mrs. O. were referred to the Rural Development counsellor by one of the Farm Management specialists. This couple had purchased a dairy farm about six months earlier. An immigrant family whose English was very limited, they had sold their home in Winnipeg for the down payment on the farm. A first mortgage was taken by the vendor. However, because this couple had no knowledge of such business matters and because of the language problem, they did not arrange for the additional financing. The realty company eventually took a second mortgage at 16 percent interest.

At the time of my first visit, they had not made payments on these mortgage loans and were faced with quota cutbacks.

Objectives

1. To assist the family to save their investment in the farm.
2. To assist the family to understand their situation and to take positive action.
3. Specifically to deal with the credit problem and the market share quota problem.
4. To increase gradually the ability of Mr. and Mrs. O. to deal effectively with their own problems.

Methodology

It was agreed that Jim, Farm Management specialist, and I would work together on this case. We defined our roles clearly before we went to their farm. The Farm Management specialist was to deal with the financial situation and I was to act as interpreter (English-German) to check out their understanding of the situation, and their feelings about it.

Once the couple understood the gravity of the problem, Jim helped them work out a budget to meet their monthly commitments and we helped them to make arrangements with their creditors. The realization of the seriousness of the problem was particularly traumatic for Mrs. O. We allowed her to ventilate her feelings of fear and frustration. At this point we allowed them to depend heavily upon us to help resolve the problem.

Over a period of several months, we visited them very regularly and gradually assisted them in taking more and more responsibility for initiating action themselves. When Mr. O. independently arranged for an increase in his quota, the credit situation had stabilized and we withdrew with the understanding that we were available for further consultation but the onus was on them to contact us.

Results

Our objectives were substantially met. Mr. and Mrs. O. are managing quite well on their own. Hopefully they will continue to move away from the threat of bankruptcy.

Both Jim and I feel this is an example of how Farm Management specialists and Rural Development counsellors can work in an effective, complementary manner.

MAKING THE BEST OF A BAD SITUATION

The Rural Development counsellor was asked to assist a farm family, who were having serious financial difficulties.

The husband was stricken with a bone disease in the vertebrae area which causes disintegration of the bone structure.

As this problem worsened, the family had to do more and more of the chores. The wife eventually did most of them as the 18 and 20 year old boys left home to make enough money to live because there was little or no income coming from the farm. The remaining three boys were too young to help with chores.

In the initial stages the Social Assistance people tried to get the husband to obtain some type of aid but he was too proud. He felt that they as a family could make it and he was hoping that the disease would be cured.

He became more and more dependent, spending more and more time in the hospital, semi-conscious most of the time. The wife continued to milk for her cream cheque. This depressing state contributed to the husband's despondency resulting in a suicide attempt.

Finally, after a period of time and many visits, the family came to the conclusion that to continue milking would be a waste of effort, especially since their income over the last six months has been minimal.

The municipality put them on Social Assistance and the family applied provincially. They have sold their cow herd and the hay for them. This was done to pay off the Farm Credit Corporation who held a lien against their property for a debt, which four years ago was fairly small, but by now had accumulated.

Their economic worries are lessening now that plans for the future are being formulated. Supplementing their income with home-grown products, raising chickens, and a couple of sheep, etc., helps them to maintain their self-respect and strengthen their economic well-being. The major problem still exists as the husband is not getting any better. With the help of the Selkirk Training Plant, we have devised a plan whereby he can utilize scrap lumber, receive a vocational rehabilitation grant, some blueprints, and thus will be able to manufacture small wooden toys for local and Winnipeg markets.

Where are we right now? Waiting for him to return from the rehabilitation hospital so that we can implement this part of the plan. Let's hope for the best!

CHAPTER II

COMMUNITY IMPROVEMENT

A RURAL COMMUNITY PLANS ITS FUTURE

Social and technological changes have touched many rural communities; some disastrously. Rivers, for instance, has had more ups and downs than most communities. Founded as a railroad divisional point, it later gained new life through the establishment of a major defense base. When the base closed a few years ago the town again went into decline. Formation of the Oo-Za-We-Kwun Training Centre provided some new hope for the community.

In 1974 when some citizens recognized the need for planning for the future, the dormant local Community Development Corporation was re-activated. Citizens contacted Westman Regional Development Corporation and the Department of Industry and Commerce to assist them in planning. Industry and Commerce provided business management students for a summer project to identify the resource base of the community. Westman then prepared a major report, outlining possible alternatives for the future of Rivers.

The C.D.C. and Westman then called in Community Affairs from the Department of Agriculture to plan for a major community response to the data and reports prepared. A two-day sem'nar helped citizens become familiar with the alternatives and to set priorities for planning and action. The Community Development Corporation, in cooperation with the town and municipal councils, is currently involved in implementing some of the recommendations.

This is not "an instant success" story - the Corporation is discovering that it takes time and continued hard work to implement its plans. However, the story does emphasize the importance of a community having the resources of many agencies and departments available to help them in local community development. It emphasizes, too, the importance of effective working relationships among various branches of government. Such relationships must be developed both before and during specific projects.

UPGRADING RURAL MANITOBA

The economic and social problems of the Interlake seemed to be connected with the low level of educational opportunity. The high drop-out rate from schools, the low participation rate in the various community groups, high unemployment and low incomes drew attention to the need for human resource improvement.

To alleviate the problem the plan called for a rapid improvement in educational facilities for school age people, and a program for adults. The plan called for improved academic education in preparation for vocational training of several kinds.

The vehicles for the assault on this educational problem were varied:

1. Basic Training for Skill Development - These were academic courses for adults who generally were low skilled and poorly educated. The courses were organized by Rural Development counsellors, instructed by Red River Community College staff and sponsored by Canada Manpower under the Canada Manpower Training Program. Rural Development counsellors recruited participants and provided counselling support at the local community level with further counselling being done at the regional level by Canada Manpower counsellors.

2. Vocational Trades Training - The logical step for "upgrading" graduates was to pursue training in the trade of their choice at a community college, university or private school. This was made possible by training allowances paid to eligible trainees. Again the Rural Development counsellors played a major role in counselling trainees with regard to their occupational goal, helping with the adjustment to city living and follow-up with regard to job placement. Counselling at the local level proved to be a major factor in assisting these people to achieve their goals.

3. Farm Management Training was initiated in the Interlake as a means to upgrade the skills of the farm population. Organized similarly to the B.T.S.D. courses it is, nevertheless, skills oriented. Many farmers were encouraged to take upgrading training prior to taking farm management. The counsellor's role was to recruit for these courses and sometimes in follow-up, to develop further training plans with the farmer.

4. The Interlake Manpower Corps was organized to give low-participation clientele, particularly those of native descent, the opportunity to experience on-the-job training to increase their participation in the labor force. Although the training under the Corps was particularly trades oriented, it included academic and life-skills training where needed. Corps projects encouraged counsellor-client contact and the opportunity to engage in discussions regarding occupational goals, work habits and personal problem solving. The Corps provided a "sheltered" opportunity for trainees to learn a trade skill while also learning how to cope with personal problems in the work environment.

5. Other training opportunities were developed. Included were apprenticeship training, tradesman certification, life-skills training, leadership training and training-in-industry.

Statistics to the end of year eight in the FRED Program indicate that 1,861 training places were purchased by Canada Manpower over the eight-year period. In the same period 771 people were enrolled in vocational skills training at one of the Community Colleges or private schools. During this period 888 farmers participated in farm management training and 1,857 trainees took part in Interlake Manpower Corps activities. A total of 5,377 people participated in educational activities in the first eight years of the FRED Program. This works out to a participation rate of better than one in three people. These adult education opportunities have had a remarkable impact on the region and on the people.

The Interlake adult education experience provides a striking example of rural development.

TEULON PRE-SCHOOL EDUCATION

It seems likely that pre-school education may become a permanent feature of the provincial system. At Teulon we started with an enrolment of ten which has now exceeded 40.

Upon first investigating the possibilities of starting a nursery school (pre-school education) in this area in 1974, it was found that the cost to parents would be prohibitive. At that time the Department of Health and Social Development Day Care Program provided a Start Up and Maintenance Grant on a per child basis. A large pre-enrolment would have been needed to make it financially feasible.

However, with changes in the Day Care Program in 1975, a different approach was possible. At that time, the Start Up and Maintenance grants became available on a licensed child space basis. Using this as a beginning the ground work was started in cooperation with the Interlake Day Care coordinator.

Meetings were held with interested parents. Groups with possible facilities were approached regarding rental of their premises, and a favorable response from the United Church led to an agreement for the use of their Christian Education building.

The Day Care coordinator arranged for a lawyer to assist in drawing up by-laws and filing for incorporation. When it came to the actual signing of the incorporation documents there were very few people available. In order to obtain the four required signatures, my wife and I found it necessary to sign.

When they were ready to hire a teacher to run the course they were fortunate in obtaining a professional person with a degree in pre-school education and a wide variety of experience. However, she was a non-landed immigrant at the time. The Canada Manpower Centre in Selkirk cooperated with us and she was granted a work visa for eight months. At that time she returned to her native country to go through the necessary steps to obtain landed immigrant status in Canada.

We are now more than half way through our second year of operation with a steadily increasing enrolment. The children from a variety of backgrounds attend from as far as 15 miles away. Also, as the warmer weather approaches, we anticipate a further increase in enrolment. None of the parents, as yet, have taken advantage of the day care subsidies offered by the Manitoba government to low income families even though some of them would qualify.

We can also be proud of the fact that we are one of the four centres operating with a large surplus out of about 165 in the province.

There is little parental involvement except through contact with the teacher. Very few people attend the annual meetings. Last year only the executive members were there, but this year three others attended. Two persons from a neighboring village volunteered for executive positions. This enabled me to withdraw from direct involvement in the operation of the school.

Another important development is that we were able to get some financial support at the local level from the Kinsmen and Kinettes. They donated $1,000 towards the purchase of equipment for the new school. Since that time, however, we have operated on parents' fees and government maintenance grants. The school is now well established and successful.

L.I.P. 1973 - A BOOST FOR BEAUSEJOUR

In September 1973 the Beausejour Rural Development counsellor was approached by some of the town councillors and socially-conscious citizens concerned about the unused skills of some of their senior citizens. Others were concerned with the lack of places for citizens, young and old, to mix and exchange ideas. Still others noted the lack of facilities to promote and sell handicrafts.

After discussion with related government agencies, together with a selected group of the people concerned, an application for assistance from the federal government's Local Initiative Program was forwarded.

The application was successful and the real work began. A full-time administrative secretary was hired, a woman on social assistance until that time. A retired couple were hired to encourage participation from the senior citizens' group. The wife had been working as a homemaker the previous summer and had gained some good experience. An overall coordinator was also hired to oversee the entire project. Since she had some craft skills as a teacher, only one other crafts person was needed, and a male crafts person was hired to encourage the male participation. Jake was on Worker's Compensation at the time, so the job provided welcome activity for a 62 year old person. We hired four part-time high school students to run a special program for young people from Grades II to VI after school from 3:30 to 5:00 p.m. This part of the program was quite successful.

The benefits of the program were numerous. The town of Beausejour now has a permanent Allied Arts Council which has taught crafts every week for three years. In the Town Hall, there are now billiard tables, ping-pong tables, and other games for the senior citizens, and this room is open all day long. In cooperation with the Allied Arts Council, plus a tie-in with the Department of Tourism and Recreation, Crafts Division, people now have access to a kiln.

Exhibition of handicrafts in Beausejour.

Some good things resulted for the people that were working on this project. The administrative secretary, with her new training, now holds a full-time position as a bookkeeper for one of the local businesses. The crafts people presently run evening classes in the town. This is exceptional, considering that when hired they had only the basics in skill and were inexperienced in dealing with groups. The male crafts person is now retired and, with his new contacts, he does custom woodworking on a small scale. The senior citizen coordinators were hired by the hospital to work with the older people. In addition, the husband has been doing odd jobs for senior citizens in their own homes, such as painting, changing windows and the like.

There were other benefits of this program. Gym classes were initiated in a local school, a first for this area with respect to better school utilization. We worked with the Beausejour ARC Industry along with some successful crafts classes for the mentally retarded. A great many people were disappointed when this project was disbanded.

The program was a highly visible activity in our community. Here are some statistics: 226 people registered for courses over a three-month period and 389 people signed the guest book. We recorded 1,887 people utilizing the coffee shop, the get-together centre, as well as the crafts and games area.

THE SEECH PROJECT, A COMMUNITY AFFAIR

It began one day when Roger, Rural Development counsellor at Shoal Lake got together with a group of people in a home in the LGD of Park. The group, about 15 married couples, began to say rather uncomplimentary things about their "existence away up north here". The feeling was that they were never supplied with information about government programs and services, "because we live up here and nobody gives a damn".

The real problem, though not clearly articulated, was that they felt like second class citizens who didn't count for much. They felt that way because they were poor, minimally educated, overworked, and Ukrainian.

Following the initial meeting, a series of house meetings were held throughout the area from Olha to Onanole. A staff group was organized to design the program for this new series of meetings. The members of this staff support group were the Regional Community Affairs specialists, two Rural counsellors and Claris, a local homemaker.

The home setting for meetings was chosen because it was more informal and less threatening to those who were nervous in a large public meeting. The purpose of the meetings was to allow the people present to identify and articulate their social and material needs, and to discover the things that they might do to meet those needs. This activity lasted over the first winter.

A basic assumption of the staff support group was that the Stay Option could be realized in that area only if people were able to make an acceptable living and were able to develop for themselves a positive self image and sense of worth. The function of staff persons at the house meetings, therefore, was to facilitate sharing that would bring out those needs and help make the necessary discoveries for potential action.

The people identified two significant goals: 1) to create small cottage industries in the area that would supplement yearly incomes; and 2) to create a "Tourist Trail" with attractions and services so that tourists would holiday, hunt, and find recreation in the area. Both activities would give them some additional income and both would help to give feelings of importance and worth if only because they would be doing something different.

For the cottage industries the following were listed:

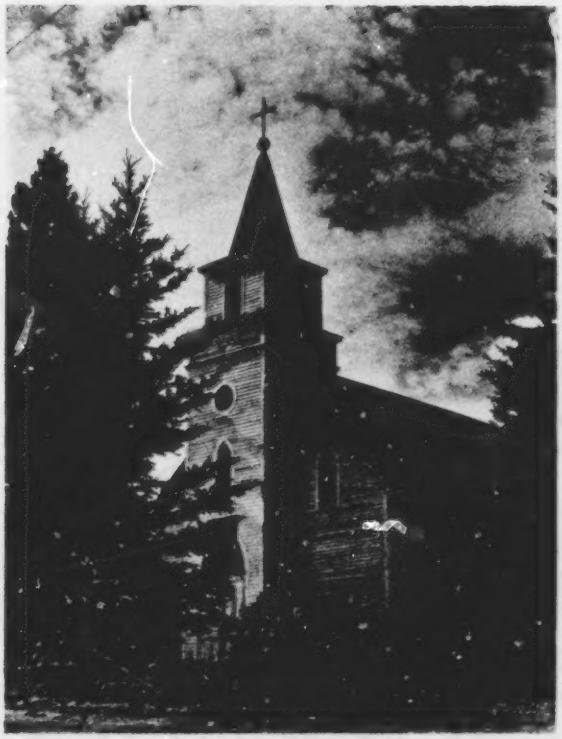
1) Fence post and corral rail peeling and treatment plants (possible small cooperatives).
2) Picnic and patio furniture building:
   - rustic pieces for use in homes, backyard, patio and lawns;
   - specially finished rustic type livingroom and family room furniture;
   - diamond willow ornamental pieces;
   - picnic furniture for campsites and rest areas.
3) Sawmill - rough dimension lumber for livestock buildings, cattle and hay sheds.
4) Firewood market - specially cut and prepared for sale in urban areas for fireplaces.
5) Fish farming.
6) Hunting opportunities and attractions - provide overnight lodging in reasonably priced, rustic log cabins.
7) Fish processing plant - perhaps Elphinstone or Erickson.
8) Alfalfa cubing or pelleting plant - perhaps Erickson, Elphinstone or Sandy Lake would provide a ready market for farmers' main crop.
9) Machinery co-ops - for short use machinery such as fence post pounders, stone-pickers, manure spreaders, etc.
10) Feedlot co-ops.

For the Tourist Trail:

1) Possible use of old log houses still standing in many parts of the area for vacation lodging.
2) Historical attractions - old churches, schools, pioneer farm buildings, the first post offices, etc. rejuvenated and restored, both as a tribute to pioneers and as a constant reminder to us of our history.
3) Legendary attractions - the gravesite of the 24 babies who died one winter in early pioneer days; the bizarre death of the old lady on Dead Woman's Creek, etc.
4) Cultural attractions - Ukrainian dance, music and religious festivals.
5) Man made attractions - an entire mini "park" of man-made wild animals of the area, Ukrainian Seech; little mini farms with real farm animals of every variety, etc.
6) Opportunity for recreational and sports such as fish derbies, boat and canoe derbies, swimming, motor boat rides, hiking, nature trails, snowmobiling, cross-country skiing, etc.
7) Opportunity for vacationers to bake bread, etc. in "open ovens", buy fresh farm produce and cultural foods, etc.

Early pioneer homes like this one near Ohla are to be refurbished for rental to visitors.

Photo by: Gordon Aikman
Winnipeg Tribune



St. John Cantius Church was built by Polish pioneers and served three townships in the 'Seech' area.

Photo by: Gordon Aikman
Winnipeg Tribune

Local residents assisting with the construction of the Langruth Museum.

The Langruth Pioneer Museum completed in October 1975.

To date it has been the Tourist Trail idea that has captured peoples' interest. Specific proposals for a five-year plan have now been developed by a small steering committee. The proposals are to be shared at a public meeting on February 24, 1977 and if accepted by the people, certain specific activities will begin this coming spring and summer.

By means of a possible Canada Works Project and Rural STEP Project, renovation will begin on St. Mary's Ukrainian Catholic Church, the old Seech Hall, Zaporoza School, a campsite/rest stop at the Greek Orthodox Church of St. Peter and Paul, and the old Horod School. Much volunteer help is anticipated judging from the public interest and enthusiasm at this time.

A COMMUNITY AFFAIRS WORKER FOR LANGRUTH

The initial push for community improvement came from the local agricultural representative who involved the Community Affairs specialist and the Rural Development counsellor. The idea of a Community Affairs worker, to be hired on a per diem basis, working three days a week for a period of six to 12 months was suggested.

A background report was prepared on population, income levels, and community organizations. The next step was to discuss the idea with some of the influential members of the community, as well as with groups and organizations within Langruth. Some of the organized churches were contacted as well. A contact person paid by the Department of Agriculture to work with an Advisory Committee for a limited period of time for the sole purpose of community improvement was discussed, and eventually a choice was made that a person from within the community would work a period of six to 12 months. The next step was to set up the Advisory Committee. The Committee was composed of five representatives elected from each of the groups and organizations already working in that community. These five would form the Advisory Board for the Community Affairs worker, and provide some direction, support, and a form of monitoring.

The next stage was to open applications, hold interviews, and hire the person. Bill Fraser was chosen and hired to work on Monday, Wednesday and Friday of each week.

A community meeting in the form of a problem-solving workshop was called to identify the community's priority needs. It was attended by 150 people and identified five areas of concern. The major area seemed to be some kind of organization for the whole idea of recreation, culture and education. The four other areas were senior citizen housing, senior citizen concerns, sewer and water, and drainage. Of these five areas, action committees were organized at the meeting with a chairman appointed by the group. Action committees would form the nucleus of a group which would pursue one main concern. In the meantime, it was decided to investigate certain projects such as a seed cleaning plant and the beach.

The Community Affairs worker was sometimes frustrated. It was necessary to provide support to remind him that community improvement is always a slow process, and that discouragement is always one of the factors to be considered.

Some important events soon transpired:

1) The local representative from Industry and Commerce was contacted concerning the seed plant. This brought the interested parties in the community and the appropriate government agency in contact with each other.
2) The development of a Community Development Corporation to look after all the recreational, cultural, and educational facilities. It has borrowing authority with sanction of the Municipal Council.
3) Minutes were taken from each of the meetings, whether from a general problem-solving meeting or the Action Committee meetings. Copies of meeting minutes, using bulk mailing, were sent to every citizen within the Rural Municipality.
4) Groups with specific interests were put in touch with others with similar concerns.

The Community Affairs worker was not an outsider placed in the community to stir things up. In fact he was a member of that community responsible to an Advisory Board with only salary provided by the Department of Agriculture. The direction for the Community Affairs worker must come from the community itself if the idea is to work smoothly.

Real progress in community organization is being made and it is likely that financial support for a community worker can be withdrawn with no adverse consequence.

GOVERNMENT ASSISTANCE FOR AN ASHERN CO-OP

Sometimes a lot of work is required for a limited outcome, and then sometimes a relatively small input reaps major benefits. It was my good fortune to be involved in an example of the latter.

Ashern had a co-op stockyard situated virtually in the middle of town. It was too small for the volume of cattle sold there each fall and yet moving it would be costly. There were plans to relocate but these were not definite.

Winter unemployment has been a problem around this area especially since the down turn of cattle prices in 1973. This seasonal unemployment was compounded by farmers seeking off-farm work to keep up their payments.

The Ashern area has received funds for Local Initiatives projects to offset seasonal unemployment.

All the ingredients were there, they just had to be put together, and as Rural Development counsellor I had this opportunity in August 1975. I can claim no credit for the impressive plans for the new yards, the effective administration of funds by the municipality and the conscientious labor of local workers. But I was involved in starting the ball rolling by talking to members of the co-op board of directors, municipal councillors and others in the community. I assisted the municipality in putting together an L.I.P. application which brought $89,000 to the municipality in 1975-76 for the stockyards and other local projects.

Another application in 1976 resulted in a further grant of $62,000 for completion of the stockyards plus various other community projects.

No doubt, in time, the stockyards would have been relocated, but certainly not constructed on the large scale that they are now. I feel that the intervention by a Rural Development counsellor produced substantial dividends in this case.

LEADERSHIP TRAINING AND THE METIS WOMEN'S ASSOCIATION

The Rural Development team in the Interlake compiled a list of communities seen as possible target areas for beneficial intervention. By a process of excluding those communities functioning well on their own, and those needing extraordinary inputs beyond our capability, we arrived at a list of communities that could benefit from the resources our group could offer. Riverton was on the list and it was decided that a start could be made there.

A series of meetings involved some local citizens, together with government personnel working in the community. From these it was hoped a community meeting could be held to look at pluses and minuses in the town and which areas could be tackled by the townspeople themselves. At this point those in attendance would be asked to form sub-committees to work on the problem areas with which they were most concerned.

The meeting drew government personnel and local clergy but few townspeople. The only direct call for service from the community was received from the Metis Women's Association, who requested help in setting up a Local.

A series of one-day workshops to be implemented at minimal cost by the Metis Women's Association were planned with the help of the Rural Development counsellor.

A workshop on self-confidence in a group was set up, followed by parliamentary procedure, meeting management and public speaking. The fact that the workshops were not costly and were planned and implemented by members of the Association made it possible for the Local to use the same package again in Riverton or in other communities. In addition, the Riverton workshops were advertised as open to the general public and some individuals from outside the Association attended. In this way the service was available to all and the Metis Local was able to demonstrate leadership within the community.

The involvement of local people in a community development process did finally evolve although in a manner unforeseen at the outset.

Those attending the workshops are now both more involved in local activities and are making better use of provincial and federal programs.

CHAPTER III

QUALITY OF LIFE

A SEMINAR FOR PRE-RETIREMENT PLANNING

Background

In our work in the Beausejour area, we were encountering increasing numbers of farmers nearing retirement age. Some of them were asking for information and assistance from the Department of Agriculture in drawing up agreements with their sons to facilitate the phasing out of their farming activity. Many were looking several years ahead and wondering just where they would go when their son took over completely. Would they stay on the farm? Move to town? Travel? Live near their other children in Winnipeg?

We were also seeing retired farmers who had sold their farms and had kept their house on the farm but now wanted to move to town, often for health and social reasons. In some cases, after examining their financial resources, a number realized they could not afford to live in the kind of house they would like unless one of them returned to the work force, at least on a part-time basis.

In other cases we were seeing farmers who wanted to sell their farms to a member of their family, giving them consideration for the years of work they had put into the family farm. At the same time sellers were concerned about providing equal consideration for their other children, but were uncertain about how they could draw up a will, and plan for the distribution of their estates.

Objectives

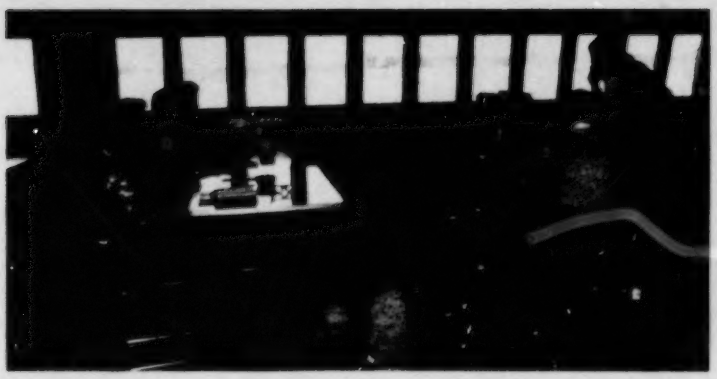
In discussions the Farm Management specialists felt that, together, they could meet with people on a group basis and provide them with information to develop a base from which they could begin a plan for the social and financial aspects of retirement.

Methodology

With the Farm Management specialists, a series of four one-day meetings were planned. The meetings were scheduled for one day per week during four succeeding weeks. Each topic was allotted approximately two hours for presentation, open discussion, and questions.

In the introductory session we showed a video tape of the play, "I Haven't Set An Alarm Clock Since" written by Lorna Knox. This play, about a retired dairy farmer, served as an excellent discussion starter when we broke into small groups. We attempted to find out the concerns those in attendance had in looking at their own retirement, and beginning a plan for that time in their lives.

Questions were raised about pension benefits and contribution requirements, laws affecting estate planning and wills, ways of including sons in the farming operation to assist the retiring farmer in phasing out of the operation, life insurance policies and their value, work and leisure activities, and what considerations there are in selecting a retirement home.



Rural Development counsellors Gerry Schmidt and Rudi Peters (seated) on the right conduct a small group retirement session at Anola.

Following this introduction, seven two-hour sessions were outlined in which we attempted to answer the concerns raised by those in attendance. In each session a resource person presented information, followed by general discussion and a question and answer period. The following topics were discussed:

- Social and financial alternatives to consider in selecting a retirement home.
- Canada Pension Plan - how it works and what benefits are available; Old Age Security; Guaranteed Income Supplement and Social Allowance.
- Social concerns of aging, including types of activities available to retired persons, planning for meaningful use of time, and what social groups are or could be organized.
- Wills - why you need one; what to include.
- Physical changes that occur with aging; nutritional considerations for physical and mental well-being.
- Estate planning, gift taxes, capital gains tax, succession duties and income tax.
- Municipal planning in Manitoba; procedures involved in subdividing land.
- Ways of forming farm business arrangements.
- Types of employment and hobbies which could offer some extra income to the retired person.

The sessions were coordinated and chaired by the Rural Development counsellor. Resource people from our department included Farm Management specialists, a home economist and Rural Development counsellors. Other resource persons included a representative from Canada Pension Plan, Aged Services worker from Health and Social Development, a representative from Municipal Planning and a Public Health nurse.

Response

About 35 persons attended the first session but by the final session, attendance had doubled. Generally, the participants were 45 years of age and up and included some people who had already been retired for a number of years. Interest and response was excellent, with many questions raised on all topic areas covered.

Following the sessions, many of the participants sought individual help from the resource persons and counsellors. The representative from Canada Pension for example, noted that one year later he was still receiving inquiries from persons who had attended the sessions.

Requests for information and help in planning for retirement have come not only from participants, but also from friends and neighbors who had received favorable reports from those who had attended. Response was also prompted by an article published in the Eastern Voyageur. In this instance, a retired couple called to request assistance in establishing a social group in their area to provide some activities for retired persons. After meeting with them several times and providing them with information and encouragement, they decided to gather a number of couples together and contact a representative from New Horizons. They have now formed a New Horizons group and are renovating facilities in which to hold their activities.

VOGAR

Improved housing was only one aspect of the long range objectives for Vogar when Rural Development counsellors and Interlake Manpower Corps identified it as a target community several years ago. For people passing through Vogar, a Metis village of about 125 people, housing was the most conspicuous need. Large families were crowded into rotting log shacks surrounded by derelict automobiles and noisy dogs. For those who lived closer to Vogar, chronic unemployment, excessive alcohol consumption and poor school attendance problems made it a place to shun. To the residents of the village, the problems were frustrating with no hope for change.

Four generations of a family are living here.

But change has come little by little over several years. Most of the men are now employed in highway construction, farm work and in nearby communities. Adults have taken upgrading classes, some are becoming certified tradesmen, some are school teachers and teachers' aides. There is new housing going up in the village and a new school. Some families have given up alcohol, while others have moderated their drinking.

There was more to the production of new houses than just building them. Obtaining financing from C.M.H.C. was a major problem as the houses were on Crown land and C.M.H.C. has to take title to any properties for which it grants mortgages. Following representations to government departments and elected officials arrangements were made for C.M.H.C. to take title to the land, which will eventually be owned by the family when their subsidized C.M.H.C.-M.H.R.C. mortgage terminates. Yet the houses are being built; the people are being trained and employed.

The change came about as the result of many factors. These include the presence of Interlake Manpower Corps for job orientation and training. It has also included the dedication of school teachers, school trustees and administrators, municipal officials and many others. A major force has been advice, personal counselling and assistance in applications for various government programs.

The biggest change in Vogar can't be photographed. It is a change in the outlook of the people. They have come to believe that change is possible. The next generation of children are growing up in a different type of community than the last.

HOUSING IN THE EASTERN REGION

Background

The proportionately greater number of substandard housing units in rural areas compared to urban centres is due mainly to the following factors:

1) Running water and sewer installations are expensive in rural areas because of low or sparse populations.
2) Hydro and telephone services were extended to rural areas quite a while after they were available in Winnipeg.
3) Mortgage money was only available to centres with large populations and sewer and water services.
4) Farm income instability did not encourage farmers to invest in the farm home as scarce capital was used to make the farm more productive and this left little money for new and improved farm housing.

The addition of rural counselling staff to the Department of Agriculture and their mandate "to assist low income people to achieve greater economic and social participation in our society" enabled the Department to focus on the poor housing in rural areas.

Our objective became:

1) To create increased awareness of existing housing programs.

2) To facilitate delivery of existing housing programs by providing counsel and information to potential users.
3) To assist in developing new housing programs to fill the needs not met by existing programs.

Five children under six years live in this dwelling where three rooms have been added to the original two rooms.

Methodology

During staff meetings of Rural Development counsellors from across rural Manitoba, the need for attention to housing was stressed. As I had formerly been employed by Manitoba Housing and Renewal Corporation, I was asked to attend informal discussions with M.H.R.C. staff concerning the need for housing programs in rural areas. During these discussions, we quickly discovered a common concern. M.H.R.C. research staff, through their statistical analyses of housing data, confirmed our first hand impressions of the magnitude of the problem.

A proposal for a housing assistance program for low income rural people supported by taped interviews, video tapes and photographs was prepared by Department of Agriculture staff.

The Critical Home Repair Program now in operation is one of the results of this proposal.

Agriculture staff now turned their attention from research to program information by:

1) Informing all M.D.A. staff of the program and encouraging them to consider housing in the course of their client contacts.
2) Meeting with municipal officials, community leaders, members of the helping professions, etc., to inform them of the program.
3) Contacting families most in need of housing repairs and informing them of the program.

Results

To date, 1,134 homes have been repaired in the Eastern Region. The Department of Agriculture, through the Rural Development Corps Program, has assisted in the direct repair of 153 of these homes in areas where no local or other firms were willing or able to bid on projects.

With the help of information provided by Department staff, Sprague, Manitoba, a community with high unemployment and poor housing, was chosen to be the site of a ready-to-move housing plant. Rural Development counsellors encouraged the Sprague Chamber of Commerce and the L.G.D. Councils in the area to call a public meeting to inform local residents of the new Rural and Native Housing Program. The meeting was well attended and the application process for new housing was started. Many new homes are now being constructed in the area.

The Critical Home Repair Program, the Rural and Native Housing Program, the Residential Rehabilitation Assistance Program have all had a very significant impact on the housing problems in the Eastern Region and indeed, all across rural Manitoba.

We are continuing to work with M.H.R.C. and C.M.H.C. staff to develop approaches that will enable low income farmers to gain greater access to government sponsored housing programs.

CHAPTER IV

JOB CREATION

JOB CREATION - A TOOL FOR RURAL DEVELOPMENT

The time was the fall of 1971. In the predominantly grain producing area served by the Fisher Branch agricultural office, farmers were experiencing the economic crisis caused by over-production and low grain prices. To compound the difficulty, prices for beef stocker animals rose in response to heavy bidding. Costs for new facilities for feeding beef or hogs were rising. As well, the dairy industry was in a state of uncertainty over quotas, overproduction, and similar concerns.

For the non-farm segment of the labor force there were no jobs, largely due to the lack of access to northern employment and the high unemployment rate in large urban centres such as Winnipeg. Also, there were many new entrants to the labor force, especially women, students, and farm based people. More specifically, 71 people registered for employment with the Rural Development counsellor in Fisher Branch.

The local business community was in the doldrums as consumers quit buying all but the bare necessities and those items often on credit. This situation could not continue for any length of time.

A group of concerned local residents approached the Rural Development counsellor for assistance in creating employment under either the federal Local Initiative Program or the Provincial Employment Program.

The Plan

The plan was to contact as many local groups as possible to cooperate in this job creation effort. Contact was made with all the community groups in the three surrounding villages, including Hodgson, Broad Valley and Poplarfield, as well as Fisher Branch.

In competing communities and competitive groups within communities, care was taken to ensure that all were equally represented. In all, 19 groups participated. These groups elected a Board of Directors and the Fisher Job Corps was formed. The result was a Local Initiatives Program application submitted and accepted.

The tasks attempted varied greatly. In the service area there were teacher aides, recreation directors, and hockey coaches. The philosophy behind this aspect of the program was to provide low cost recreation for all who wanted to participate, as well as to teach recreational skills that would be retained for the future. Teacher aides helped free teachers for professional type work, allowing them to develop new curriculum such as the outdoor education and vocational agriculture programs. Recreation directors ensured full use of recreational facilities and developed new programs in cross-country skiing, winter camping, canoe trips, etc. The hockey coaches began a coaching program for young boys and girls in figure skating, power skating and hockey, and adult classes in skating also were held.

Construction Projects

Construction projects were varied. All groups were able to accelerate facility improvement projects that would have been delayed indefinitely. The work included renovations to three curling rinks, four community halls, one skating arena, four schools, the Legion, a community gymnasium, six churches, and a number of senior citizens' homes.

New construction included a toboggan slide and two cabins that were constructed in the Mantagao Lake area for use by the school's outdoor education program. A camping and day-use park at the lake were also developed in conjunction with the Parks Branch and the Department of Mines, Resources and Environmental Management of the Manitoba Government.

In conjunction with the pensioner's housing program, one employee visited 250 households to survey the need for low-rental senior citizen housing, resulting in the eventual construction of a 20-unit senior citizens' home.

Job Corps

The results were dramatic and long lasting. From December 1971 to June 1973, a total of $145,965.28 in Local Initiatives Program monies was expended by the Fisher Job Corps in their job creation activities. This created a total of 1,293.2 man-weeks of employment for 54 different men.

The work undertaken by the Job Corps was all completed to the satisfaction of all groups and communities involved.

The Job Corps achieved the goal of stabilizing an uncertain economic situation as well as creating a workable community infrastructure that is so necessary to the rural lifestyle. In the longer term, it was directly responsible for a change in the attitudes of the local people towards the need for the creation of permanent jobs for rural people, and the introduction of agricultural and outdoor education programs to the school curriculum.

The role of the Rural Development counsellor in the Job Corps project was to act as the facilitator of the group cooperative process and to bring together these four communities and 19 groups. He was the catalyst which brought to bear all the resources of various government departments and agencies and acted as the hiring agent for the project. The Rural Development counsellor also acted as a counsellor for those employed and assisted in the management of the program by being a member of the Board of Directors.

In retrospect the Fisher Job Corps was a remarkable success. Its example has been used in other communities such as Vogar and Great Falls to successfully attack short term unemployment while improving rural infrastructure.

What we need now is long term, economically viable, permanent employment. This will require a great deal of study into the feasibility of all potential resource development. Presently, these studies are beyond the scope of Rural Development counsellors in their present role as general counsellors. A closer working relationship with the consultants from the Manitoba Department of Industry and Commerce is required to work towards the creation of permanent jobs.

Short term employment measures such as the Local Initiatives Program and the Provincial Employment Program should continue to serve as interim employment programs in the overall job creation effort, but should be directed toward the development of viable economic enterprises.

LOG HOUSE BUILDING

Some 60 persons from the communities of San Clara and Boggy Creek got together in 1975 with the assistance of the Rural Development counsellor, and formed a Community Development Committee. Its goal was to identify and develop a resource development program which would be suitable to local skills and which would benefit the community.

After doing considerable study and research, the Committee decided on the development of a log house building industry for their community.

A company has been incorporated under the name 'Mountain Log Builders'. With the combined assistance and encouragement from the Department of Agriculture and the Department of Renewable Resources and Transportation Services the operation of the Log House Building Program began in San Clara on October 18, 1976 under the direction of two professional log builders from British Columbia.

Objectives

1) Train persons for a marketable skill. The training program was meant to supplement the skills that most of these men already had working with axes and power saws. Most of them have been thought of as unskilled laborers and had relied on a combination of part-time and seasonal employment together with unemployment insurance.

   By identifying what appears to be a highly marketable product relative to the abilities of the trainees, and combining this with technical guidance in log house building, these men became identified as highly skilled log house builders.

2) To provide more full-time employment in the community of San Clara. Many in San Clara and surrounding area have found it necessary to leave their communities each year for long periods to seek work. Often the work they obtained has no relation to their skills.

   The training program, which is now near completion, has the potential of producing meaningful full-time employment within the community. The log house building program is also based on the fact that many of the workers already have the necessary skills for this type of work.

   One of the benefits of full-time work within the community enables families to spend more time together for the benefit of the family unit.

3) Housing - The log building training program was identified as a way in which members could possibly meet their own housing needs and those of the community at large.

4) To develop a local industry and an ongoing training program. One of the main purposes behind the development of the log building industry was to provide a vehicle through which log house building training could be provided on a continuous basis to persons

wishing to become proficient enough to meet their own housing requirements. Should initial marketing of the package log house be successful, skilled workers are available for people who buy this type of structure.

The training component of the program is near completion and the transition of the program to a commercial undertaking has begun. More developmental assistance is needed in this area. Special ARDA and LEAP are now being considered.

In addition to training the men, the local women have been given assistance with home-making skills by the Home Visitor Program and the Rural Development counsellor has worked extensively with the youth in the community to provide recreational and educational activities.

The chain saw has done a lot for log house construction. This cabin by Mountain Log Builders.

KEE-TAN-O-KE-MIN (WORK)

In the Swan Valley area Kee-Tan-O-Ke-Min Enterprises developed in response to the needs of approximately 75 Metis families in the towns of Swan River, Bowsman, Minitonas, and surrounding area. Many of these families depended on welfare and lacked sufficient training or education to obtain a decent job.

The objectives of Kee-Tan-O-Ke-Min were:

1) Provide jobs for Indian and Metis and other low income people in the area.
2) To provide the target group with an opportunity to receive training.
3) To provide family counselling through the Home Visitor Program.
4) To provide counselling with respect to employment and training alternatives.
5) To establish industry in the area.

The general objective was to improve the quality of life for the target group and to give them an opportunity to influence the direction their lives should take.

The main source of funding, staffing and program guidance was the federal LEAP Program. Throughout the whole process the local people themselves were very much involved in determining the direction for Kee-Tan-O-Ke-Min. The Department of Agriculture played a very significant role in assisting the local people as the project developed.

Development of Kee-Tan-O-Ke-Min

The story of how Kee-Tan-O-Ke-Min developed is a very long one, with many ups and downs. Rather than go into detail, I will try to emphasize some of the activities as Kee-Tan-O-Ke-Min developed.

- Study of community: Representatives of the target group did a study of their own community. They collected data on such things as educational level, age, work history, housing.
- Tour with about 20 people from the community. This tour visited industries, training programs and housing projects in the province. It gave the people an idea of what others had done and gave them the confidence that they too, could help themselves.
- Workshops: A number of workshops were held with the people to identify needs, explain the set-up of LEAP, identify community leaders and board of directors, assess progress of Kee-Tan-O-Ke-Min, and build confidence.
- Development of a logging company: This company was originally run by Kee-Tan-O-Ke-Min and employed about ten men but has now become a separate group who will be running their own show.
- Development of the trap company: Approximately five men were employed in producing traps. Problems developed in the production and marketing and as a result it is no longer in operation.
- Development of the day care centre: The day care centre was developed to meet the needs of wives or single parents who planned to work.
- A woodwork shop has been set up with between three and six men working in the construction of houses and other buildings.
- Home Visitor Program: The Home Visitor Program was started through the Department of Agriculture and the New Careers Program. The aim was to train five local people in family counselling. These people were then able to assist families in the area with homemaking and life skills.

Evaluation

Kee-Tan-O-Ke-Min has been operating for over three years. It has resulted in about 25 more jobs for people in the area. The company has its own training department and are now evaluating the overall structure.

A feasibility study has been completed for a sewing factory.

Some of the more noticeable results are:

- A significant decrease in the number of Indian or Metis people who are unemployed.
- Many people have received the training to enable them to go on to other jobs.
- General increase in the quality of life among the target group.

The Department of Agriculture was involved through the Rural Development counsellor, Community Affairs specialist, and home economists.

CHAPTER V

IMPROVING PROGRAM DELIVERY

F.D.P. ORIENTATION SESSIONS

Background

A 1975 progress review in the Eastern Region for the Farm Diversification Program indicated that many clients were concerned about the intensive nature of the program. Also, the concept of training seemed to be poorly understood. Funds allocated for this purpose were sometimes expended for various things of questionable training value. Occasionally, clients and farm advisors were unable to develop a good working relationship. This led to frustration for all concerned.

Objectives

As a result, F.D.P. orientation sessions for new clients on the program were planned. The objectives were as follows:

1) To develop a clearer understanding of the Farm Diversification Program.
2) To build a better, more effective relationship between the clients and department staff.
3) To define more clearly the goals and expectations of the farmers.

Methodology

The orientation sessions were conducted as a series of evening meetings where both husband and wife were encouraged to participate. The Rural Development counsellor led the sessions. Also involved were the Farm Management specialists and the Farm Diversification specialist.

The first two sessions were of a general nature and were conducted by the Rural Development counsellors. Topics dealt with were client expectations and goals, department and staff expectations and goals, and training needs of the clients. Staff-client relationships were talked about in open discussion, exploring the basis of a sound workable relationship with reasonable trust and openness. Possible pitfalls of this relationship were anticipated and methods of dealing with such problems were developed.

The various options and resources of the Farm Diversification Program were reviewed. The Farm Management specialists used two sessions to discuss the basics of good farm management and to introduce record keeping systems.

The number of clients per session was usually five to seven and their spouses when possible. Occasionally clients came with an older son.

Results

From the feedback of farm advisors and clients, the orientation sessions appear to have met the objectives.

Farm advisors report that the clients who participated have made more effective use of the training funds, more readily discussed their farm management practices, and were more able to appreciate the advice of staff persons.

Feedback from the farmers was also quite positive. One hog producer with a reputation for being blunt and brief offered the opinion the first evening that these meetings would probably be a waste of time. At the last meeting he said he was glad he came, and suggested that a follow-up series at a later date would be useful.

A dairy producer said that he had some serious apprehensions coming onto the program. He thought that without the orientation, it would have taken him six months or more to develop confidence in the farm advisor. He was certain that the insights he gained would help to reduce that "introducing period" significantly and thereby increase the benefits of the association with the farm advisor.

The most significant benefit of the sessions was the improved understanding between clients and staff.

Farm accounting procedures are emphasized in the Farm Diversification Program.

HUMAN RESOURCES SURVEYS

In 1975 the Rural Development counsellor for the Dauphin-Ethelbert area conducted a Human Resources Survey in the Ethelbert Agricultural Extension District. In total, nearly 600 family units were surveyed. The information was compiled for client listings and for statistical purposes. The survey dealt with education, family size, skills possessed, occupations, training desires, alternative occupational goals, income levels, housing standards and community involvement.

Comprehensive lists were developed representing specific educational or training interests of people. Those lists provided staff with guidance as to what type of extension programming was desired, along with a list of people interested in a particular training program. Another example of how client lists were used was in regard to the Critical Home Repair Program. When that program was announced, all area residents who were identified as living in substandard housing were sent individual letters informing them about the program. Many took advantage of the opportunity to improve their housing. Another feature of the survey was that it provided sufficient information on farm operations to develop a listing of potential candidates for the Farm Diversification and Small Farm Development Programs.

The survey used a questionnaire format. The initial mail-in survey produced about 100 returns. Thereafter, high school students participating in a STEP Work Study program conducted the survey in person.

An information package consisting of a folder with inserts outlining relevant government programs and services was provided to everyone surveyed. On the cover of the folder there was a listing of Department of Agriculture staff serving the area. The information package served as an excellent resource information kit for participants.

In 1976 a similar survey was conducted in the Rural Municipality of Coldwell. The Rural Development counsellor responsible for the Ethelbert survey assisted in preparing and developing the actual survey used in the Rural Municipality of Coldwell. The Rural Development counsellors at Ashern and Fisher Branch, however, had the major input in terms of the total information tabulation and retrieval.

Both Human Resources surveys provided excellent information on the characteristics of the people living in the rural areas surveyed. Characteristics obtained were particularly applicable to the services provided by the Rural Development counsellors.

GRANTS, GRANTMANSHIP AND THE ART OF APPLICATION

Much of the financial assistance available to community groups comes from grants and special programs from a variety of government departments. LIP, LEAP, STEP, PEP have become familiar initials for specialized programs. They can be a frustration as well as a resource to rural communities.

One way of helping communities make use of these resources is the Grants and Grantmanship Seminar.

Over 150 rural people attended a seminar organized by the Community Affairs specialist in Brandon in October 1975 to hear presentations by all the major funding agencies, and to ask specific questions of the resource people concerning the needs of their various organizations. They learned not only the specific resources available in terms of grants and loans, but also the art of filling out an application form.

Skill is needed to relate local plans to the goals of the funding agency. Since each government program has its own distinct goal - decreasing unemployment, on-the-job training, recreational development, etc. - local action groups must frame their requests for financial assistance in terms that meet the agency's goals.

The Grants and Grantmanship Seminar provided an opportunity for staff and citizens to interact, to provide and respond to information. Citizens went home with information as to criteria, names, addresses, phone numbers, and also the awareness that there was staff available to help them plan their local projects. They recognized the frustrations and pitfalls. They took their new information and understanding back to local groups as a resource for community planning. Such a seminar is useful in assisting rural communities achieve their goals.

LETTING PEOPLE KNOW

The Regional Magazine

Rural people need to know about resources available to them - resources from various levels of government, from agencies, from the business world. One of the most effective media has been the regional magazine, which is published by the Manitoba Department of Agriculture in each of the five regions of Agro-Manitoba.

In the Southwest Region, "This is West-Man" has gone out to over 24,000 rural homes four times a year for the past three years.

Most stories deal with agricultural programs - Farm Diversification Program, Land Lease Program, Credit for Manitoba Farmers, the Small Farm Development Program, Rural Water Services, Farm Co-operatives, Farm Labor Pool, and news and special features for farmers. Because information is meaningless unless it is read, understood, and seen to have personal relevance, the magazine presents information about government programs through the experience of rural people who use the programs. As much as possible, "This is West-Man" emphasizes the human interest that comes from the experience of farmers who are on the Farm Diversification Program, or seeking to develop a Dairy Co-op, assisted by a government fieldworker. Through the use of pictures, interviews, and much information about the program, we attempt to capture the interest of readers.

We have had articles on housing programs, Sewer and Water for Small Communities, Rural Health Teams, Community Health Centres, Manpower programs, Canada Pension benefits, Children's Aid Services, and many others. We have done features on an Indian reservation, and small rural communities who are undertaking exciting projects.

The magazine also provides a vehicle for one community or group to tell about its successful projects so that other communities may test them in their situation. Rural communities are interested in what is happening in other towns: "If Town A can organize a senior citizens' Drop-In Centre with New Horizon's assistance; or plan for commercial development with assistance from the Regional Development Corporation and Industry and Commerce, then perhaps we can do it too."

To test readership of the magazine, we offered a free booklet on Family Life Education, in cooperation with the Department of Health and Social Development. Over 125 copies were requested before we ran out of the booklets.

The magazine is published through ARDA III Community Affairs Program of the Department of Agriculture. The West-Man edition includes a regular two-page feature from the Department of Mines, Resources and Environmental Management on watersheds, and two pages from the West-Man Regional Development Corporation. Other departments of government receive copies of the magazine, and are encouraged to submit stories or story ideas that can be followed to promote their programs.

"This is West-Man" has developed a wide rural readership, and has proved to be an effective tool in communicating information to the people of our region.

FARM MANAGEMENT AWARENESS WORKSHOPS

Many middle and lower income farm families have come to the attention of Rural Development counsellors through the Farm Diversification Program.

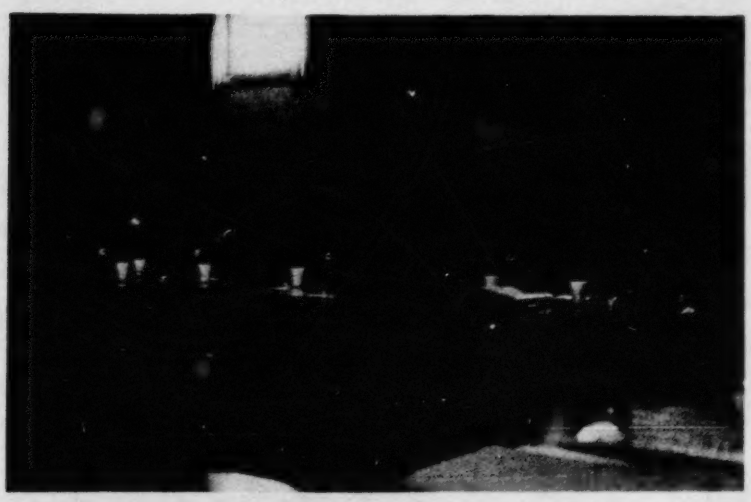
In discussing their family and farming situations, their present problems, and their goals, some general impressions stand out. Some of these are:

1) Most farmers face some type of immediate problem or crisis.
2) Often the farmer or the farm couple feel that their problem is unique and tend to face it alone.
3) One often gets the impression that control of the business is lacking or absent.
4) Problem solving seems neither objective nor systematic.
5) Most farm people have hopes and goals; however, they are not always tested for their realism in terms of the cost, sacrifice or real benefit.
6) A general inadequacy of farm business records and their use.
7) Often a lack of communication among family members concerning the farm business situation.
8) Relative unawareness of agencies, persons or programs to help in their situation.
9) The lack of awareness of their own strengths. The wealth of their knowledge, experience, insights and aptitudes are not being utilized to their potential.

Objectives

The management awareness workshops were designed to create or strengthen:

1) Their own resources - to discover and develop skills which would become a stronger force in identifying and resolving problems, setting and achieving their goals and build confidence through a series of workshop successes.
2) Good family relationships - communicating and working as a cooperative team to achieve common goals, while benefitting from each other's resources and support.
3) Sound management principles and practices - to understand the importance of systematic and objective planning and action using all relevant information and resources at hand.
4) Outside resources - to become acquainted with the M.D.A. and other agencies' programs and staff.



Farm people participate in a management awareness workshop.

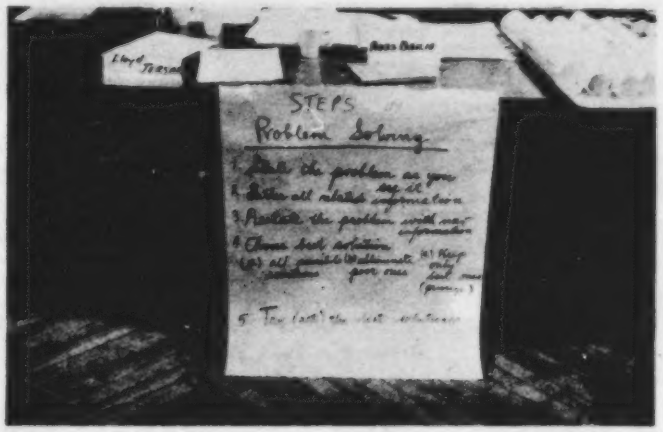
Methodology

General characteristics:

1) Process and structure provided by staff while most of the content is provided by participants.
2) Inviting and urging both husbands and wives to attend.
3) A several day gap between each of the three workshop days.
4) Creating a relaxed, informal atmosphere.
5) Creating opportunities for considerable farmer participation, two-way discussion and group work.
6) Providing clear, simple instructions and staff demonstrations where assignments were required.
7) Demonstrating and utilizing team or group work.
8) Demonstrating confidence and faith in the participants' worth and abilities.
9) Proceeding from simple tasks toward more complex ones - ensuring successes along the way.
10) To build upon the commitment to the workshop process, group exercises introduced on successive days were put into practice at home. Reports of events were given at subsequent workshops.

Specific exercises, lecturettes and similar events:

1) Informal coffee, introductions and registration.
2) Brainstorming farm problems, then classifying them into categories, such as physical, human relationships, impossible to solve, financial management, time management, etc.
3) Problem solving exercise using a systematic step-by-step approach. Lecturette on some common methods (some effective, some poor) of solving problems. A staff (group of three) demonstration is provided for solving a sample problem systematically in a group of three. The participants then form groups of three to determine the best solution to a selected problem (one that can be shared in public and solved within several days) by the method outlined and demonstrated. The results of the exercise are shared and the best attack found for each person's problem is to be tried at home. Results were brought back the following workshop day when there was considerable small group and voluntary total group sharing of the results. The success of these results were evaluated.



Problem solving workshops provide the opportunity to do more than talk about a problem.

4) The second day a similar exercise is conducted along with sharing results, discussion and lecturettes on setting and achieving goals.
5) During the final day a simulated farm situation is presented in considerable detail by a farm advisor. The task of the participants is to identify, sort out and arrive at the best solutions. Again, this exercise is done in small groups and the results later shared and discussed. Staff involvement is kept to a minimum.
6) Finally, a lecturette stressing the importance of the responsibilities of management is given. The functions of management such as planning, organizing, controlling, motivating and coordinating are discussed and related to the workshop experience and the farm back home.
7) Other activities, such as films, are allowed. Requests deemed relevant to the workshop and the participants' interests receive consideration.

Who Was Involved?

The Rural Development counsellors designed the workshop with the help of some outside resources. In the delivery of the workshop, a team of M.D.A. staff was involved with the participants: Human development, farm production and management, home economist or advisor, and other specialists as required.

The participants were farm couples or single persons (15 - 20 total) who are on the Farm Diversification Program. Approximately ten three-day workshops have been held.

Results

1) Judging from the written anonymous answers to questionnaires from all participants, the workshop has had a very positive initial response.
2) Rural Development counsellors and farm advisors have had requests to assist in problems of a more complex and confidential nature following each workshop.
3) Participants have solved some problems and set some goals systematically during and after the workshops.
4) Several house extension meetings, other types of workshops and courses have been requested and conducted for workshop participants (e.g., a bookkeeping and farm accounting course).
5) As each workshop progressed, the farmer participation and open discussion seemed to increase. Most (over 90%) of those beginning the workshop completed it.
6) Each exercise had visible benefits. The staff feel that the objectives of the workshop continue to be met.

CHAPTER VI

INTERVENTION IN THE STATUS QUO

THE POWERVIEW INTERVENTION

Background

The majority of the 680 inhabitants living in Powerview, an incorporated village 80 miles northeast of Winnipeg, are Metis. The community has several stores, a school (grades 1 - 12), a hotel and an arena.

Powerview can be best described as an "appendage community" to Pine Falls, a white middle-class company town, where the Abitibi pulp and paper mill is located. Once known as "Tintown", it came into being for a number of reasons - but one of the main factors was that Pine Falls was perceived to be an unsuitable community for Metis people to live.

Economically, most families in Powerview and vicinity depend on Abitibi for employment. This, to a large extent, means cutting wood on contract. The more lucrative and stable inside jobs at Abitibi tend to be monopolized by those who reside in Pine Falls. As for the woodcutting business, it shuts down when the mill is overstocked. In addition to this, there are also young people who lack basic education and skills required to gain meaningful employment.

Apart from the social and economic disparities that exist, other symptoms were evident as well of a community in stress. There were inter-group and inter-community tensions as well as a strained French-English relationship with groups in the St. George area, particularly on matters pertaining to education. The democratic process within the community appeared absent; apathy and dependency was evident; and decision-making was dominated largely by non-Metis established interests. Information was restricted and frequently manipulated and a number of useful resources existed but were underutilized. The outstanding characteristic of the Metis has been their powerlessness - their "inability to make it happen".

Objectives

The objectives of the community development program that were established in 1975-76 in the Powerview area must be seen from two perspectives; firstly, the goals of the people themselves and secondly, the goals of the Community Affairs Program (Eastern Region) for assisting the community.

The Community Affairs Program was contacted in the spring of 1975 by an indigenous group of Metis women who requested assistance in the area of human relations training and Metis culture. After numerous consultations and several educational workshops, the women began to focus on concerns within their community.

The following concerns emerged:

- no place for young people to meet;
- no place for headquarters for Community Service workers;
- no place for training programs in the community;
- no place for day-care services;
- no place for community and other program information on a year-round basis;
- housing shortage.

In the light of these concerns, the following objectives or goals were established by the Metis women:

- to find a building or facility for a community drop-in centre in Powerview or within the vicinity;
- to set up a community services program to meet some of the concerns in the community;
- to encourage citizen participation.

Intervention goals (Community Affairs Program):

- to help the group of Metis women reach their goals;
- to help generate a "new response" within the community and reverse the anomic trend through a community development approach;
- to help citizens in Powerview, particularly the Metis sector, overcome some of their feelings of powerlessness;
- to help Powerview and area citizens meet some of their social and economic needs by encouraging their participation in government and non-government programs designed for those purposes.

Methodology

1) The initial contact with the Metis women's group in Powerview came about through Marlene Palmeteer, Executive Director of the Manitoba Metis Womens' Association in Winnipeg. In her attempts to organize various women's groups throughout the province, Ms. Palmeteer came across the ARDA III Community Affairs Program, liked what it had to offer, and requested training for the various women's groups throughout the regions. In Eastern Manitoba she identified a women's group in Powerview - Great Falls and esked that these people be assisted.

My initial meeting with the Metis women from this area - 12 in number - was a profound and revealing experience. Most of the women were between 45 and 50 years of age and had a grade five to six education. Their vocabulary was limited. Many of them came from a background of broken or extended families and, in some instances, had endured shattering experiences with alcoholism. Most were dissatisfied with their lives, and were trying to do something about it. Several workshops were carried out with the women with particular emphasis on communications, self-confidence building and Metis identity issues. At this very important stage there developed a trust. Dialogue amongst ourselves was genuine.

2) The group focus now shifted to the community. We met several times before a consensus began to evolve. Once the concerns were articulated, the group had to make a decision as to whether they really wanted to do something about these concerns. They decided that they would like to, but not without some anxiety. They spelled out specific objectives to be achieved one step at a time.

People power at Powerview.

3) Preparation and group solidarity became vital at this time. The women took a flipchart and clearly delineated their CONCERNS, GOALS, and BENEFITS to the community. The plan was to get their proposal on the Municipal Council's agenda for the next meeting and deal directly with Council as a group. This was something the women had never experienced and again a great deal of anxiety set in. One of the women, Irene, did the presentation before the Council with all the other women jammed in around the small chamber. As she proceeded with the presentation, the Council said very little, but all were agreeing with the concerns by nodding their heads.

After inquiring into what type of facility the group thought was needed, the Council informed them that half of the town office building was vacant and they were more than welcome to have that. This was an exhilarating moment for the women.

4) Having acquired the facility, the next step was the establishment of a community service program. A number of critical decisions had to be made relating to the further delineation of program goals, strategy and organization. This was a frustrating period (May 1976). A number of differences began to develop. The M.M.F. Local remained unenthusiastic with the women's effort.

A meeting of the M.M.F. executive and membership was called, but the turnout was minimal. At this meeting the M.M.F. President became interested in the women's efforts. The whole question of strategy was dealt with in an intensive discussion and the group decided that the program was to reach out to the whole community - not just Metis. An interim executive was chosen which was eventually to be replaced by a citizen's board more representative of the community. Many of the women wanted a Drop-In Centre but concluded that the existing facility at the town office site was too small. Instead, they pursued another concern they had spelled out earlier - and that was to provide an information and resource service. The concept of a Drop-In Centre became more of a long-range goal.

Having made the decision, there was need to develop some means for building an information and resource base. It was at this point that I suggested a documented community survey. Together we discussed what sort of information we wanted to collect.

The survey was designed for the following purposes: a) to find out where people presently attained information on a variety of government and non-government programs; b) to find out what sort of information people wanted; and c) to test whether they liked the idea of a community centre. The survey was sponsored jointly by the Community Resource and Drop-In Centre and the Community Affairs Program which provided funding.

Once the survey was completed, many assumptions on our part were confirmed. Very few people in the area know where to locate useful resources. The survey showed that housing information was a major need along with legal aid, social security benefits, recreation, day-care, upgrading, and programs for youth. A final item, 144 householders out of 152 indicated that the Centre was a much needed service.

On looking back, the survey was an effective technique for both public relations purposes and documentation of the need. It was also a real learning experience for the women and myself. With the survey completed, a more clear direction and sense of purpose emerged.

5) From June to October, the Community Resource and Drop-In Centre functioned on a volunteer basis. The new task now became the setting up of a program base. A Community Service worker (New Careers) and a member of the women's group both established their offices in the Centre.

In September, the group started exploring the possibility of an L.I.P. grant with the thinking that several full-time employees or resource workers could speed up the delivery of the program. The primary purpose of the Centre was to provide a centralized and co-ordinated information, advisory, and resource service to all citizens in Powerview and surrounding area. Objectives of the L.I.P. included an outside resource worker to develop and train volunteers for a Citizen's Board.

In October 1976, the L.I.P. application was approved for a sum of $20,200 and four Community Resource workers were hired. Four women provide the public with a service that the original women's group identified as one of their goals.

In January 1977, the Resource Centre sponsored a "Community Leaders Workshop" to get feedback on their program. Community leaders included members from the Town Council, the high school, business, R.C.M.P., the clergy, M.M.F., government agencies, and the Fort Alexander Reserve. The feedback was very positive and motivating. It also represented a big step forward in promoting citizen participation.

Results

A number of activities and accomplishments at the Centre are worthy of note:

- August 1976 -- one month nutrition course for youngsters (5-13) in the Powerview area carried out by Eleanor Menzies, home economist with the Manitoba Department of Agriculture;
- November - December 1976 -- over 80 people interviewed by C.M.C. for upgrading course which is presently ongoing in Pine Falls. A second course is scheduled to start in September 1977;
- December -- a Beausejour lawyer established a half-day service in Powerview-Pine Falls;
- November 1976 -- commenced a bi-monthly newsletter published by resource workers and is sent out to all householders in the Powerview area;
- January 1977 -- 15 employment referrals were made to the Great Falls Housing project (Rural Development Corp.);
- A housing, hall, and job directory have been established;
- Social security information services (U.I.C., Old Age Pension, Canada Pension, Workmen's Compensation) have been established and a daily log at the Centre is kept to record the flow of people coming through;
- Day-care service has been set up in Powerview;
- Babysitting and Pregnancy Distress courses are being set up;
- C.M.C. services;
- January -- community leaders workshop;
- January -- volunteer group has been established by Father Gagne;
- November - present -- arts and crafts club.

AN INTERVENTION IN LABOR-MANAGEMENT RELATIONSHIPS

Background

A meagre labor supply has plagued the Portage horticultural industry from the beginning. There have been problems as well with mobilizing the work force that apparently does identify with vegetable production. Ultimately, producers in the Portage area resorted to importation of offshore labor to meet their needs during the growing season.

An initial report dealt with the problems of getting workers into the jobs available. On the one hand the workers were said to be unreliable and unproductive while on the other hand, employers were said to be oppressive and unfair in their employment practices.

Given the fairly large number of unemployed in the country, and also the apparent numbers of people required for farm work, the concept of developing and mobilizing a work force makes a lot of sense.

Objectives

Two main objectives were defined: To organize available farm workers into trained, efficient and competent employees and secondly, to get them into the jobs that were being filled by offshore workers.

A lesser objective was to develop a supply of general farm labor to fill requirements documented by Canada Farm Labor Pool.

Methods

In order to determine the extent of the farm labor problem, interviews and discussions were held with potential employers and employees and whatever agencies were involved with each. The resulting reports clearly outlined two points of view. Agreement that something needed to be done was arrived at with both parties.

It seemed that further organization needed to occur in both groups. Staff roles were defined to accomplish the task.

The strategy adopted for the employee group resulted in a definite polarization of the two camps. The workers in particular, as a result of the polarization, became quite closely knit and collectively pressed for changes in their traffic with the employers.

There was a reaction from the employers generally but this group did not formally organize, and used it as a ploy. No meaningful discussion nor agreement could occur if there was no identifiable group with which to sit down. This amounted to a defensive action to counter union tactics.

It was recognized at an early stage that considerable effort would be necessary to educate both groups. Getting them organized would simplify the task. The prime need seemed to be for each group to realize its responsibilities to the other one. For the workers, work habits and necessary skills were below standard while the farmer-employers seemed to be unaware that their personnel management styles left a lot to be desired. Once these needs and others were identified, training packages for delivery to each group were designed and mounted.

Continuing contact between the two groups will be necessary to foster growth and development of both. As well, the development of support services to ensure the maintenance of the growth that is occurring will be necessary. Attention to such things as housing, alcohol treatment services, nutrition, budgeting and schooling should be considered.

Who Was Involved

Since it was farmers and farm workers involved, it was logical that the whole Rural Development Division undertake the task. This is rural development in its most obvious form.

Delivery of the project was done from Portage la Prairie. The activity was confined to this area because of its greater labor needs in the horticultural field. Involved were vegetable, potato and beet growers.

Most of the workers come from within 60 miles of Portage la Prairie. They include Treaty Indians, Metis, as well as whites. Measured on a socio-economic scale, this group would place at or near the lower end.

Farm workers harvest cabbage near Portage la Prairie.

Results

Farm workers are now represented by Manitoba Farm Workers Association. Membership is open to anyone who is or has been a farm laborer, and who is not in a management position. There are approximately 530 members. This group has reached a stage where training programs can be delivered and in fact training is now in process. Specific on-the-job training will commence this spring and summer with employers.

Some farmer-employers are participating in management seminars aimed at personnel management.

By no means do we anticipate that these training packages will bring about all the necessary changes. All we are striving for at this point is to get each group to become more responsible and be aware of the needs of the other. There is already evidence of progress in this direction.

NEGOTIATING A LABOR CONTRACT

Connery Riverdale Farms of Portage la Prairie have undertaken to test the feasibility of marketing a locally produced crop of green onions. The crop was seeded in the spring of 1977 and marketed mainly in Manitoba.

The labor requirements for the onion harvest will be supplied by Manitoba Farm Workers Association. Following preliminary proposals in January, the Association investigated a similar operation in California. The Connery proposal was accepted in March.

Discussion leading to the agreement centred about such issues as crew numbers, job descriptions, piece work rates and length of employment.

The contract is probably a milestone for Manitoba agriculture. It is the first time employees have been involved in determing pay rates and working conditions together with an employer in advance of the planting of a crop.

A GLOSSARY OF TERMS AND ABBREVIATIONS

A.R.D.A. III -- Agricultural and Rural Development Agreement III is a 50-50 cost-shared arrangement between Canada and Manitoba for rural development in the Province.

B.T.S.D. -- Basic Training for Skill Development Program funded by Canada Manpower.

C.M.C. -- Canada Manpower Centre -- Any local office of Canada Manpower and Immigration which deals with job placement and training.

CANADA WORKS PROGRAM -- Regionalized job creation strategy for 1977-78. Projects are for a maximum of one year after which employees will be encouraged to re-enter the regular labor market.

COMMUNITY AFFAIRS PROGRAM -- One of the A.R.D.A. III programs designed to assist rural people meet local needs using the various programs and services available.

C.H.R.P. -- Critical Home Repair Program is a provincially funded program to assist homeowners make critical repairs to their homes.

F.D.P. -- Farm Diversification Program is an A.R.D.A. III program to assist low-to-middle income farmers increase the productivity of their farms by improving management skills and practices and by providing a grant and a loan for capital expenses.

FARM ADVISORS -- Staff providing on-farm management assistance to Farm Diversification Program clients.

FARM MANAGEMENT SPECIALISTS -- Staff from Manitoba Department of Agriculture or those seconded from Canada Agriculture who provide backup services to regional staff in areas of farm management and farm estate planning.

FARM LABOUR POOL -- Canada Manpower and Immigration centres which provide farm labor placement services.

F.R.E.D. -- Fund for Rural Economic Development -- a Federal-Provincial cost-shared intensive development program in the Interlake Region of Manitoba, 1967 to 1977.

HOME VISITOR PROGRAM -- A home economics program staffed with para-professionals to assist disadvantaged families to cope with their environment. The program was funded by F.R.E.D. in the Interlake, but is now a provincial program.

INTERLAKE MANPOWER CORPS -- An innovative F.R.E.D. program which provides training through employment for those whose employability is impaired by lifestyle or other factors.

STAY OPTION	-- A policy of the Manitoba Government to promote the social and economic well-being of rural residents so that they have a genuine opportunity to remain in the region of their choice without undue sacrifice of living standards.
S.F.D.P.	-- Small Farm Development Program is a Canada Agriculture program to encourage economic sized farm units by means of special credit to purchasers and a money incentive to approved vendors.
SPECIAL A.R.D.A.	-- Agricultural and Rural Development Agreement IIIB which is available to some residents of Northern Manitoba.
U.I.C.	-- Unemployment Insurance Commission.
WESTMAN REGIONAL DEVELOPMENT CORP.	-- This agency provides assistance to commerce, industry and potential investors in the southwest area of the province. It receives funding from the Manitoba Department of Industry and Commerce and the Rural Municipalities that it serves.

LAND LEASE PROGRAM -- This is a Manitoba Agricultural Credit Corporation program which involves the purchase of farm land for lease to eligible lessees with limited capital resources.

L.E.A.P. -- Local Employment Assistance Program is funded by Canada Manpower and Immigration to provide longer term employment in areas of high unemployment.

L.I.P. -- Local Initiatives Program is funded by Canada Manpower and Immigration to provide shorter term employment in areas of high unemployment.

M.D.A. -- Manitoba Department of Agriculture.

M.H.R.C. -- Manitoba Housing and Renewal Corporation.

M.M.F. -- Manitoba Metis Federation.

NEW CAREERS PROGRAM -- A Federal-Provincial cost-shared program which provides poorly educated, disadvantaged people with training and civil service employment in para-professional positions.

NEW HORIZONS PROGRAM -- A Federal program to provide meaningful activities for retired senior citizens.

O.F.Y. -- Opportunities for Youth Program funded by the Canada Government.

P.E.P. -- Provincial Employment Program provided short term employment during the winter months.

RURAL AND NATIVE HOUSING PROGRAM (R. and N.H.P.) -- Federal-Provincial cost-shared program which provides subsidized new homes to low and middle income families.

RURAL DEVELOPMENT COUNSELLORS (R.D.C.) -- Employees of Manitoba Department of Agriculture. Funding by the A.R.D.A. III Community Affairs Program. Duties include counselling to assist low to middle income farm and rural families improve quality of life through various programs and services.

RURAL DEVELOPMENT CORPS PROGRAM -- Similar to the Interlake Manpower Corps but is provincially funded and operates throughout rural Manitoba.

R.R.A.P. -- Residential Rehabilitation Assistance Program funded by Central Mortgage and Housing Corporation to improve housing.

RURAL WATER SERVICES PROGRAM -- An A.R.D.A. III program which provides grants and technical assistance to farmers to improve their livestock watering facilities.

RURAL S.T.E.P. -- Student Temporary Employment Program in rural Manitoba provides jobs for rural students during the summer.